Module 4: Effect of Agile on the DoD Program Office

TLO: Given a DoD program involved in software development using Agile philosophy methodologies, the student will understand differences in roles that a Program Office may need to assume to enable program success

ELOs

1. Identify key characteristics of a PMO's staffing requirements within an Agile environment
2. Recognize the frequency of communication between PMO and stakeholders
3. Identify how the technical review process in an Agile environment impacts the ability of a PMO to mitigate program risk

Assessment

Module Story

What story do we want to tell as motivation and to support terminal learning objective

Personnel impact to a current organization

Module Contents

1- PMO Staffing & Roles (ELO 1)

2- Stakeholders (ELO 2)

3- Technical Reviews (ELO 3)

Subtopic 1: PMO Staffing & Roles

- What is the overall impact to the PMO organization in an Agile environment?
  - Need a list of impacts here…
- Impact to Program Office roles
  - Program Manager / Deputy Program Manager (cross-check other module)
    - Ensure sufficient stakeholder buy-in and participation in all efforts
    - Prepare government team for battle rhythm and frequency of interaction
    - Prioritization of requirements
  - Budget & Financial Management / Contracts Lead
    - Expectations for deliverables and contract scope management
  - Systems Engineering & Test Leads (cross-check other module)
    - Frequency of interaction and increasing level of detail
    - Fluidity of requirements at the detail level

Subtopic 2: PMO Engagement With Stakeholders

- Stakeholder importance in an Agile environment
  - Overall importance of stakeholder commitment and availability
  - Importance of highly involved, empowered user representative to make decisions at the project level on a daily/weekly basis
- Who are the key stakeholders?
  - List of stakeholders here – with discussion of roles and alignment (note – not PMO roles specifically but general stakeholders)
    - Stakeholder alignment with reasons for Agile approach
    - E.g. User – describe and prioritize requirements (including user stories), test & acceptance (participate in incremental planning and reviews)
- Prioritization of user requirements
- Assignment of user requirements to releases and iterations
- User involvement in acceptance of implemented requirements
- (MITRE guide) reference

Subtopic 3: Program & Technical Reviews

- Program & technical reviews in context
  - What are the Agile reviews?
  - PMO role for managing baselines
  - Role within Agile for monitoring program progress and health of processes
- Frequency of reviews and interaction
  - No single major review at a specific level of detail (such as detailed design)
  - High frequency of smaller reviews at detail level for that iteration
- Level of detail under review
  - Minimum level of detail on entire system needed to support current iteration
  - Full detail on current iteration to support